

July 2010

President's Message



Over the past few months, I have had the opportunity to meet with St. Joe's staff in a variety of situations. The President's Open Forums have taken place at all Campuses and I would like to thank staff for taking time out of their day to attend, ask questions and provide feedback! I do wish to open up ways to communicate with staff and believe this is important due to the ever changing nature of our healthcare system. We will be looking at other ways to share information over the coming months. For staff that did not have an opportunity to attend, I would encourage you to attend the next quarterly sessions to be held in September.

I use the format as an opportunity to provide an update on key St. Joe's achievements and challenges as well as inform staff about key changes in the healthcare system locally and in the province that will affect our hospital. I've enjoyed answering staff questions as it has given me a better understanding of the most important and relevant issues from a staff perspective. We hope to schedule some sessions and times suitable for staff on night shift and will seek advice as to when the best time might be. I've heard some terrific ideas on how we might improve care and reduce inefficiencies during these Open Forum sessions. I would like to remind staff not able to attend this month to submit ideas to our Bright Ideas program found on MyStJoese.

Cont'd on Pg. 4



Celebrating the living legacy of the Sisters of St. Joseph of Hamilton

More than 700 guests filled Carmen's Banquet Centre on June 1st to celebrate the living legacy of the Sisters of St. Joseph of Hamilton, including the 55 Sisters who attended the evening celebrations hosted in their honour.

For the past 158 years, the Sisters of St. Joseph have been a constant presence in our community, engaging in the ministries of education, healthcare, spiritual care and social services.

"Tonight is our opportunity to come together to say thank you and celebrate the mission, values, compassion and caring that has been the cornerstone of the Sisters' Ministries for more than 150 years," said event emcee Dr. Kevin Smith, president and CEO of the St. Joseph's Health System (SJHS).

Hosted by St. Joseph's Healthcare Foundation and St. Joseph's Villa Foundation, the evening included greetings from political representatives, various Boards, community agencies, and noted community members. A choir from St. Michael's Catholic Elementary School sang *O Canada* and *We Are the World*. During dinner a pictorial tribute played on three giant screens – displaying photographs of the Sisters throughout their history.

Cont'd on Pg. 6

New St. Joe's Surgical Centre to be one of Canada's most technologically advanced facilities

Construction is moving ahead steadily at the corner of St. Joseph's Drive and James Street South on a new state-of-the-art surgical centre that will enable St. Joseph's Healthcare Hamilton (SJHH) to meet the growing and changing needs of the tens of thousands of surgical patients treated each year.

Aware of the growing need for surgical care in the region, and the challenges the hospital currently faces in meeting that demand, St. Joseph's has been planning for this surgical redevelopment project since 2007.

Dr. Anthony Adili, Chief of the Department of Surgery at St. Joseph's, says, "It's our duty not only to provide exceptional care today, but to find out how we can improve and enhance the surgical care of tomorrow. We need to build new facilities that will enable us to offer surgeries that are less invasive, less painful, more successful, and easier to recover from."

The Ministry of Health and Long-Term Care has also been involved at every stage in the process.

"The Ministry has approved our functional program, design and budget and will be cost sharing in the redevelopment for this overall project, specifically, toward the Sterile Processing Department costs," says Karen Langstaff, Director of Redevelopment Projects at St. Joseph's Healthcare.

The redevelopment project, which began last fall, will bring all critical services in the progression of surgical care into one multi- and trans-disciplinary, patient-friendly environment.

The new 106,187-square-foot surgical facility – two and a half times the space of the current surgical area – will include 12 new operating rooms – some of the most technologically-advanced in North America – 14 post-anesthesia care beds, a 22-bed day surgery centre and a new Sterile Processing Department. It will be built to capacity for 24 post-anesthesia care beds and 50 day surgery beds for future growth.

In June, the crane was removed from the construction site and the new building is now attached to the hospital's Charlton Campus. Construction is ongoing in the following areas: sterile processing and distribution department (level 0), surgical wing (level 1), post anesthetic care unit (level 1), ground-level public entrance with drop-off access from St. Joseph's Drive, reception centre, registration areas, waiting area (level 2), and day surgery unit with nursing stations (level 2).

The total budget for the new surgical facilities, including the new diagnostic imaging centre that opened in 2008, is \$91.3 million. Once completed, the Surgical Centre, slated to open August 2011, will be one of Canada's most technologically advanced facilities.

Did you know?

- *Despite working in operating rooms constructed in the 1960s, St. Joseph's has emerged as a surgical leader locally, regionally, and on a national scale and is a leader in minimal access surgery.*
- *The hospital will build on these operating rooms and provide regional leadership in quality care and research for tertiary cancer surgical services in a variety of specialty areas.*
- *The existing 12 operating rooms are available for both scheduled and 24-hr emergency care, performing more than 16,000 procedures annually.*
- *In the past five years, St. Joe's clinical kidney transplant program has seen tremendous growth from approximately 50 transplants per year to 100. It is now the second largest kidney transplant program in Ontario and the sixth largest in the country.*
- *The hospital will support the province's wait-time strategy for surgical procedures such as hip and knee replacement, cancer, cataract and bariatric surgeries.*



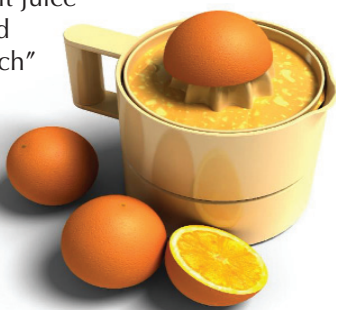


Juice vs. Real Fruit?

Fruits are a good source of vitamin A and C, potassium, magnesium, folate, and fibre. By consuming fruits within a healthy, balanced diet, you may also be helping to reduce your risk of developing cardiovascular disease, some types of cancers, and maintaining weight control. Whole fruit is nutritionally superior to fruit juice. Surprisingly, most of these beneficial parts of a fruit are in its outer shell. Since peels are usually removed before fruit juice is prepared, most of these special components are removed from the juice. Juices actually retain less than 50% of the bioactive compounds of whole fruits.

If you are watching your weight, it is another reason to choose whole fruit over fruit juice. A 250mL glass of most juices packs 100-140 calories. A whole fruit can provide 40-100 calories. Furthermore, liquids don't curb your appetite like the calories from solid foods.

You don't need to avoid juice altogether. It is recommended that people consume no more than one-half to one cup of juice per day. If you are going to buy juice it is important to know the difference between fruit juice and fruit drink. While the prices of drinks and juices are similar, not much else about them is! Many of the fruit drinks are mostly sugar, artificial colours and flavours. Some fruit drinks may be fortified with vitamin C, or they may contain some real fruit juice, but they still do not contain the potassium, B vitamins and other nutrients naturally present in 100% fruit juice. Check the label; it is law that a drink that is not 100% fruit juice must be labelled "drink" or "punch" and not "juice." Don't be fooled by drink labels saying that they "contain real fruit juice."



St. Joseph's VP of Mental Health & Addiction awarded for research excellence

In recognition of his contributions to research on the causes and treatment of schizophrenia, Dr. Robert Zipursky, vice president of Mental Health and Addiction at St. Joseph's Healthcare Hamilton, has been awarded the prestigious 2010 Kempf Fund Award for Research Development in Psychobiological Psychiatry from the American Psychiatric Association.



This award recognizes Dr. Zipursky's contributions in the field of schizophrenia research as a researcher and mentor. Dr. Zipursky's research has focused on studying the effects of treatment on the early stages of schizophrenia and in using brain imaging to better understand the differences in brain structure that underly schizophrenia and the mechanism of action of the medications used to treat schizophrenia. The Kempf Fund Award also recognizes Dr. Zipursky's contributions as a research mentor by providing \$20,000 to support the research career development of a young research psychiatrist. Dr. Michael Kiang, a psychiatrist and research scientist at St. Joseph's Healthcare who is mentored by Dr. Zipursky, will share this award.

Dr. Kiang's research involves studying the brain's electrical activity to understand how the disturbing symptoms of schizophrenia such as hallucinations and delusions develop. Dr. Kiang was recently awarded the 2009 John Charles Polanyi Prize by the Government of Ontario for his innovative work in mental health research.

Submissions for the Kempf Fund Award are judged on the excellence of the nominee's overall contribution to the body of research in schizophrenia and their role as a mentor to colleagues in the field, as well as a description of the qualifications and career development plan of the young research psychiatrist.



Team St. Joe's helps to raise money to cure juvenile diabetes

St. Joe's staff members and their families gathered to join Team St. Joe's to participate in the annual **TELUS Walk to Cure Diabetes** event held at Pier 4 Park in Hamilton on June 13th. A whopping \$4,440.00 was raised to support the Juvenile Diabetes Research Foundation.

Congratulations to MaryBeth Neibert, Manager, Diabetes Program, who was this year's top fundraiser! MaryBeth was awarded an overnight stay for four at Great Wolf Lodge!

President's Message

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In addition to the Open Forum, I have also continued to visit the various units and departments through the Executive Patient Safety Walkabouts. Most recently, I visited the Operating Room, East Region Mental Health and the EDS program. I have also visited other units and departments more informally such as SPD, ED and some of the nursing units. I found these visits most helpful in educating me about the complex work we all do but also on some of the challenges you face in your day to day work caring for our patients.

I would like to thank all staff at the Charlton Campus for their patience and support during the redevelopment of the walkway connecting the Fontbonne and Mary Grace buildings. Staff, patients and visitors can now benefit from the new clean, well aired walkway. Interestingly, I witnessed many staff helping visitors with directions to their appointment during this renovation and have received very positive comments on individual staff kindness.

I am pleased to report that two units have achieved 100% compliance with the 4 Moments of hand hygiene! This remarkable achievement is a credit to the staff and management of these units. Please join me in congratulating the ALC unit on 2 Mary Grace as the first to achieve this goal. Congratulations also to Level 6 Complex Continuing Care who were not far behind. This is wonderful work to reduce risk to our patients. Thank you all!

Planning for the West 5th Campus redevelopment project continues following an event that nearly caused significant delay. Due to the heritage buildings located at the West 5th Campus, the environmental assessment process recommended additional reviews of the buildings and their heritage designation. That would have considerably prolonged project timelines with some risk to the financing and possibly viability of the project. We were extremely pleased when City Council, after consideration, voted to continue the project without the need for further review at this time. We are grateful to the City Councilors, Redevelopment staff and Board members who worked closely to advocate for the importance of this project and for shepherding us through the complexities of the process.

Finally, I would like to extend my best wishes to all staff and their families for the summer vacation season.

Dr. David Higgins

President - St. Joseph's Healthcare Hamilton

St. Joe's study links childhood bullying and anxiety disorders



A new study in the *Journal of Anxiety Disorders* provides further evidence of a link between childhood bullying and teasing and anxiety disorders in adulthood.

The study included participants with social anxiety disorder (SAD), obsessive compulsive disorder (OCD), or panic disorder with or without agoraphobia (PD). These individuals were compared on levels of self-reported teasing history using a comprehensive Teasing Questionnaire. Teasing frequency scores were higher for the SAD group compared to both PD and OCD groups. In all of the groups, teasing scores were significantly related to increased social anxiety, depression, stress, and decreased functioning.

"This study highlights a significant link between childhood teasing and psychological adjustment and functioning in adulthood," says Randi McCabe, Lead Investigator on the study, and Director of the Anxiety Treatment and Research Centre at St. Joseph's Healthcare Hamilton. "Given these findings, it is important that parents address these issues with children and focus on building healthy self-esteem in the face of teasing and bullying by peers, in an effort to buffer the potential negative impact on well-being."

McCabe's colleagues on the study included Martin Antony, professor in the Department of Psychology at Ryerson University, and Jessie Miller, Nina Laugesen, and Lisa Young from McMaster University's Department of Psychiatry and Behavioural Neurosciences.

2010 Ontario Volunteer Service Award Recipients

Congratulations to Linda Balogh and Kay Holt, who received Ontario Volunteer Service Awards on April 29th at a ceremony hosted by the Ontario Ministry of Citizenship and Immigration. Both nominated by staff at St. Joseph's King Campus, Linda received her award for 15 years of continuous volunteer service and Kay received her award for five years of volunteer service to St. Joe's.



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St. Joseph's Hospital Staff Credit Union Branch

Enhancing SJHH culture...One department at a time.

The Daily “Cuddle”: Optimizing Communication and Teamwork in the Emergency Department

As part of the “One Departmental Strategy” to address the results of the Culture Survey, Jennifer Anderson, Nurse Manager of the Emergency Department, had posted a fairly long list of communication strategies they had implemented. When I asked her which one had the greatest impact, she said that it was the **Daily Huddle** and described it as the best communication tool she had ever used.

While anyone in the ED can call a **Daily Huddle** at any time, generally they are held every morning around 9:45. The **Daily Huddle** is paged overhead and a group of 12 to 15 staff come together for about 15 minutes.

What impressed me is how much they get accomplished in those 15 minutes and how multifaceted the advantages of the **Daily Huddle** are. Not only is it a highly efficient way to share information to staff on a daily basis, it also:

- Engages everyone in a quick and informal systems analysis of the factors

that contribute to their wait time status and other challenges in the ED.

- Leads to strategizing about changes that need to be implemented. In one **Daily Huddle**, Jennifer and her staff decided to implement four (!) changes in one day to reduce wait times.
- Provides staff with an opportunity to analyze which strategies are working and how to fine-tune (or even abandon) them.
- Increases the staff comfort level in working with data. Now they will challenge ideas with comments such as, “What are the numbers telling us?”.
- Prompts them to watch out for their colleagues. Given that the ED is spread over a large area, if staff from one area do not show up for the **Daily Huddle**, the others know that these colleagues may need some help.
- Alerts everyone to keep an eye on patients who may be at high risk.
- Reduces hierarchy in communication,



by allowing everyone to speak up if they identify a risk or an opportunity.

- Provides an ideal forum for debriefing critical incidents and to generally support one another. Given the fast-paced, stressful environment of the ED, the **Daily Huddle** has jokingly come to be known as “*The Daily Cuddle*”.

When I asked Jennifer what tips she had for other managers interested in implementing this strategy, she said “the **Daily Huddle** has to belong to everyone, not just the manager; to keep it light and informal; to follow-up in a timely way on issues that can’t be addressed through the **Daily Huddle**; and, that while staff are often resistant to the idea at first, not to give up – to stick with it – because the pay-offs are enormous.”

Written by Sharon MacQueen
Director of Employee and Organizational Development, SJHH

Silent Hope Memorial

On Tuesday, June 1st, the St. Joseph’s Women’s and Infant’s Program, and the hospital’s Social Work and Spiritual Care Departments hosted its **Silent Hope Memorial Service** in memory of all the babies born still and those who were lost in pregnancy.

The Silent Hope Garden, now located in the Sisters of St. Joseph Spiritual Garden was also officially dedicated with a compassionate blessing in the presence of parents who also attended a candlelighting service in the chapel in memory of their baby. It was a glorious night, soft wind and summer warmth...truly we felt angels among us.



Submitted by Jodi Pereira, Social Worker, SJHH

ATTENTION

St. Joe’s is standardizing central venous line insertions.

All units and physicians, please stay tuned for more information to come soon!

Creating a Culture of Attendance

St. Joe's dedicated to reducing Sick Time through Attendance Management Program

A new organizational sick time goal of 9.25 days set for 2010/2011

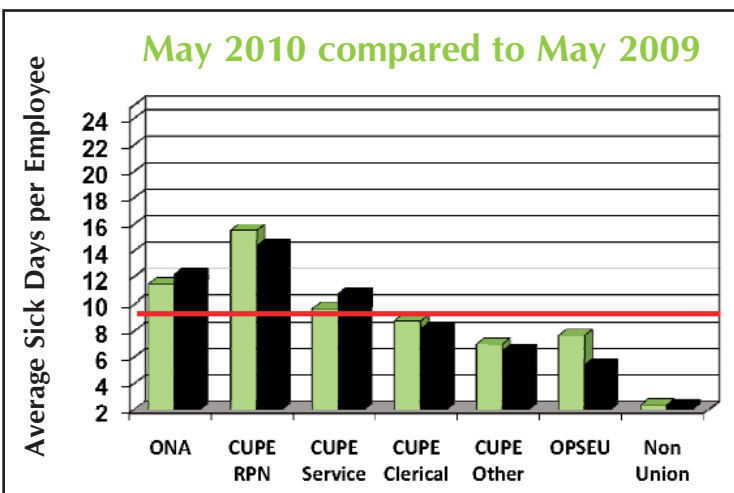
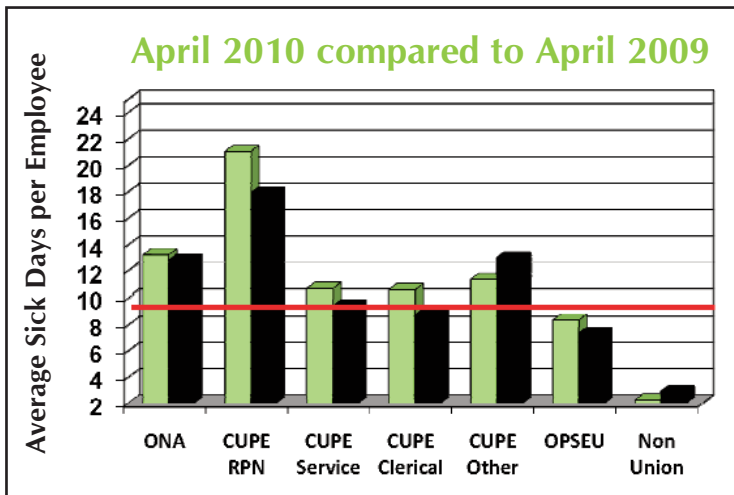
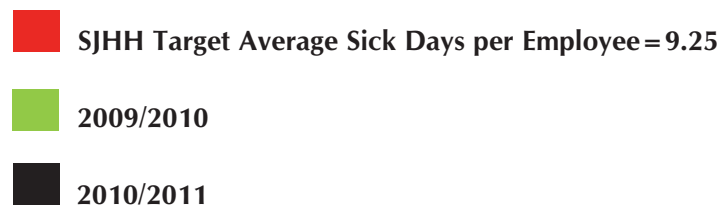
As an organization, our projected annual average sick days per employee in April was 9.48 and in May 9.24.

Congratulations to the CUPE Service, CUPE Clerical, OPSEU and Non Union groups as they are already well on the way to achieving this goal.

We will continue to work with those departments and individuals who are most challenged in this area. We understand that there are many factors which impact the ability to attend work on a regular basis and we will be taking a diagnostic approach looking at such things as workload, staffing, patterned absenteeism and other potential barriers. You can track your departments progress on the graph posted in your department each month.

We will also be tracking our results by group and on a departmental level.

Our results for April and May are highlighted on the right.



Celebrating the living legacy

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For many, the dinner was a time of celebration. But for two guests, Lawrence Fuller and Vera Braithwaite, it was a unique opportunity for them to say thank you to the Sisters who made a deep impact on their lives.

Lawrence recalled the love and care the Sisters showed him and his siblings as a young boy when he came to live in one of the orphanages run by the Sisters. Vera, who travelled from Florida to attend the dinner, said she was taken under the wing of Sister Bonaventure who granted her admission into the already full 1955 graduating class – a

decision that would ultimately make a difference in her life.

And while the Sisters are well-known for their ministries in healthcare and education, they continue to be involved in a vast array of social programs in the community, including supporting new families to Canada at the St. Joseph's Immigrant Women's Centre, serving the underprivileged through the Out-of-the-Cold program, and providing support and guidance to those who have taken a wrong turn in life through work in the prison ministry.

The Sisters have helped shape our community through their ministries, said Sera Filice-Armenio, president and CEO

of St. Joseph's Healthcare Foundation.

"In the same spirit of compassion, innovation and commitment to those in need, we will continue to strive for excellence in the care of the people of Hamilton and surrounding areas," she said.

"Across the St. Joseph's Health System, we continue to be inspired by the vision and legacy of our founders, who worked to establish and sustain a better social system for all and embraced each challenge with faith, confidence and hope," said Kevin Smith. "We will keep the legacy of the Sisters forever present by continuing the mission of dignity and respect for all those we serve."



Patient Flow PIP Update:

24 Hour Patient Flow Breach Protocol

The Patient Flow Process Improvement Program (PIP) continues to make great progress in improving patient flow at St. Joe's. The latest PIP initiative is the **24 Hour Patient Flow Breach Protocol**. The protocol was implemented on May 3rd with great success and promising results.

Situation: To prevent patients staying in the Emergency Department (ED) longer than 24 hours.

Background: At SJHH, we want the right patient in the right place at the right time.

Assessment: We will learn and make changes to our current processes to ensure we continue to provide the most appropriate and timely care possible.

Request: All teams are responsible for patient flow and everyone's assistance will be necessary to make this successful.

FAQs:

What does this actually mean as a staff member?

You may be asked to participate in finding a solution to prevent a patient from breaching. This could be during regular work hours or after hours in collaboration with the Site Supervisor.

What happens if we can't prevent a patient from breaching?

If a patient isn't able to leave the ED before 24 hours, a follow-up report will be completed to understand the reasons for the delay. This information will be compiled and used to inform the Patient Flow team of potential improvement projects to prevent further breaches.

If you have ideas to improve patient flow, please submit to

BrightIdeas@stjoes.ca

*Submitted by Jessica Fry,
Performance Improvement Consultant and
Michelle Joyner, Manager, Patient Flow, SJHH*



To Whom it May Concern:

As we recently celebrated the annual "Administrative Assistant's Day", I would like to tell you how my doctor's assistants have helped me. Nobody likes to go to doctors; perhaps I'm more "chicken" than most patients because I truly dread going to doctors, or at least I did until I began care with Dr. Khalidi and Dr. Gangji – the former being the best rheumatologist and the latter the most wonderful nephrologist this side of heaven! Still, nobody likes to admit something is wrong, or that they are unable to cope somehow. Since being their patient, I've learned that if I tell my doctors something, they'll do anything to help me, but the catch usually is, the problem is conveyed to them by their assistants.

When I was so fortunate as to become a patient of Dr. Khalidi, the first person I met at his office was his admin assistant, Michelle. I think she knew I'd have preferred to have been anywhere else at that time. She greeted me with a warm smile and had me fill out some forms and sit in the waiting area. She made my next appointment, explained where to go with my blood test and was so genuinely warm and helpful that I was beyond grateful.

About a year ago, I developed a problem that eventually forced me to "do something" so I phoned Dr. Khalidi's office and explained the situation to Michelle. She immediately took steps to help me, even working on my problem during a weekend. I'll never forget what she did,

and my gratitude is boundless.

I was sent to my Dr. Gangji a few years ago, and have considered myself the luckiest person in the world to have him and my other doctors taking care of me. Dr. Gangji's assistant, Kathy, also worked over a weekend to help me. As long as she's been with Dr. Gangji, she's been so sweet, kind and pleasant that I've felt as though I can take problems to her and she and Dr. Gangji will know what to do.

Dr. Khalidi has two additional "assistants", each with four feet. I just adore his little Westies, and the fact that Dr. Khalidi shares them with his patients says a good deal about him and his office in general.

I would appreciate it if you could let Kathy and Michelle know that I've been thinking of both of them with gratitude and admiration for the work they do, and the way they do it. My doctors are the best and they deserve the best assistants. I think Michelle and Kathy provide them – and their patients – with care and compassion above and beyond the "call of duty".

It would be wonderful if Drs. Gangji and Khalidi and their assistants could be featured or profiled in the hospital's newsletter. They are, after all, the very best. To me, they represent St. Joe's, and St. Joe's couldn't have better ambassadors!

– (Mary) Susan Ashbourne

It's that time again! Don't miss...

The St. Joe's Summer Sizzler Staff BBQ!!

August 11th - Charlton Campus

August 18th - West 5th Campus

September 15th - King Campus



This is your chance to win over \$5,000 every payday! While half of the lottery proceeds make up the ever-growing prize amount, the other half supports patient care initiatives and staff education at St. Joseph's Healthcare Hamilton.

Winner: Frances Ridge

Department: Housekeeping

Draw Date: May 14th, 2010

Prize Amount: \$5,419.50

Winner: Gwen McVittie

Department: Spec. Assess.& Treat.

Draw Date: May 28th, 2010

Prize Amount: \$5,428.50

Winner: Jill Linington

Department: Patient Food Services

Draw Date: June 9th, 2010

Prize Amount: \$5,431.50

For more information on the Payday Payouts Staff Lottery, contact St. Joe's Foundation at (905) 521-6036.

Don't forget to visit:

MyStJoes

intranet home page for up-to-date NEWS, EVENTS & INFORMATION

at

St. Joseph's Healthcare Hamilton!



2010 St. Joseph's Healthcare Quarter Century Club

Congratulations to our Quarter Century Long Service recipients who celebrated their achievement at a special ceremony held at Carmen's Banquet Centre on Hamilton Mountain on June 8th. More than 40 recipients and their guests attended this exciting evening that included a fabulous dinner and great entertainment.

Thanks to each and every one of you for your years of service and dedication to St. Joseph's Healthcare Hamilton!

West 5th Enabling Works soon underway

Signs of construction will appear at St. Joseph Healthcare Hamilton's (SJHH) West 5th Campus in July as *Enabling Works* get underway.

The work, to be completed between July and November 2010, will prepare the campus for construction of the main facility. The work will include expansion of the parking area behind J Wing, underground work rerouting the main building's water, hydro, gas lines and communications cabling as well as the renovation of Beckfield to accommodate offices and programs which will need to move once construction begins.

MHPM Project Managers Inc. has been selected to lead the project and will work closely with hospital teams to ensure all stakeholders affected during the construction period are notified and all measures are taken to ensure that programs and services continue to run smoothly.

MHPM Project Managers Inc. will be the primary point of contact for this project. Please direct any questions or concerns to: Robert J. Balicsak, Senior Project Manager at 1-905-475-3393, ext 1232 or through email at: rbalicsak@mhpm.com.

*Submitted by Lesli Tomlin
Public Relations Consultant, Redevelopment, SJHH*

CONNECTIONS

is published monthly by the St. Joseph's Healthcare Public Affairs Department.

We want to hear from you!

Please send us your comments, suggestions, story ideas or submissions. The Public Affairs Department reserves the right to edit and print your submissions as space permits. Submissions are subject to approval. Submissions must be received by the 10th of each month prior.

Public Affairs Department, Rm T1407
50 Charlton Avenue East, Hamilton ON L8N 4A6
Telephone: (905) 522-1155 ext. 33423 Fax: (905) 540-6531 Email: kdebreau@stjoes.ca